

Appendix 3

DUTIES AND RESPONSIBILITIES MATRIX

Index					
Group Board	A2Dominion Housing Group Board	EDCIT	Executive Director Change and IT	ARAC	Audit, Risk and Assurance Committee
CEO	Chief Executive	EDF&S	Executive Director Finance and Strategy	SDAC	Strategic Development and Asset Committee
EDCFS	Executive Director (Central and Financial Services)	EMT	Executive Management Team	FC	Finance Committee
EDO	Executive Director (Operations)	CSC	Customer Services Committee	GRC	Governance and Remuneration Committee
EDC	Executive Director (MD, Commercial)				

GROUP CORPORATE STRATEGY	Comments	R Responsible	A Accountable	C Consulted	I Informed
Establishing and Reviewing Group Vision and Values Corporate Strategy	<p>The Group Board is accountable for the Corporate Strategy and ownership of the Group’s Vision and Values.</p> <p>The Chief Executive is responsible for developing the Group Vision and Values and Corporate Strategy, following appropriate stakeholder consultation, and making recommendations to the Board.</p> <p>Committees will be consulted to ensure alignment of all supporting plans and individual strategies and to capture the views of Independent Committee Members. This may be a collective consultation exercise.</p>	CEO	Group Board	CSC ARAC SDAC FC GRC	<p>A2D staff</p> <p>Stakeholders (via public reporting)</p>
Annual review and updates to Corporate Strategy	<p>The Group Board is accountable for reviewing the Corporate Strategy annually and for any updates to its targets or objectives.</p> <p>The Chief Executive is responsible for proposing any changes and for reporting on the Group’s achievement against the Strategy.</p> <p>Committees will be consulted to ensure appropriate issues are identified and to capture the views of Independent Committee Members. This may be a collective consultation exercise.</p>	CEO	Group Board	CSC ARAC SDAC FC GRC	<p>A2D staff</p> <p>Stakeholders (via public reporting)</p>
Establishing Corporate Performance Targets (strategic and enabling KPI’s)	<p>The Group Board is accountable for establishing and approving key performance targets within an approved framework that delivers the Corporate Strategy within the Group’s Values.</p> <p>EMT and ARAC are responsible for proposing targets annually before</p>	EMT ARAC	Group Board	CSC ARAC SDAC FC	

	<p>recommending approval to the Board.</p> <p>Each Committee will be consulted on proposed targets within its areas of responsibility.</p>			GRC	
Achievement of Corporate Plan Targets including strategic and enabling KPI's	<p>Accountability for achieving Corporate Plan targets will sit with the Group Board.</p> <p>The Executive Management Team will be responsible for ensuring that Corporate Plan targets are monitored appropriately and actions identified and taken to ensure achievement.</p> <p>Each Committee will scrutinise achievement on behalf of the Board at least twice a year, challenging and approving improvement actions where necessary</p>	EMT	Group Board	CSC ARAC SDAC FC GRC	
Establishing new companies and changes to corporate structure	<p>The Group Board will be accountable for establishing any new companies or entities within the Group, including entering into joint venture arrangements.</p> <p>EMT will be responsible for identifying and preparing proposals and ensuring that the arrangements address any key risks that may arise from the proposals.</p>	EMT	Group Board		

FINANCIAL STRATEGY	Comments	R Responsible	A Accountable	C Consulted	I Informed
Overall Group financial strategy					
<p>Group Long-Term Financial Forecast</p> <p>30-year financial plans for Group and subsidiaries, economic and financial assumptions and stress testing.</p>	<p>The Group Board will be accountable for setting the Group's Long-Term Financial Forecast (LTFF).</p> <p>The Executive Director (Finance and Strategy) will be responsible for preparing and presenting the LTFF – supported by appropriate assumptions – to the Finance Committee which will challenge and review the LTFF, taking responsibility for it by recommending it to the Group Board</p>	EDF&S FC	Group Board	EMT	
<p>Annual stress testing: mitigation actions and risk trigger setting</p>	<p>The Group Board is accountable for the annual stress testing and ensuring there are appropriate mitigation actions and risk triggers in place.</p> <p>The Executive Director (Finance and Strategy) will be responsible for preparing and presenting the necessary testing scenarios, identifying</p>	EDF&S FC	Group Board		ARAC

	actions to manage their implementation to the Finance Committee. The Committee will challenge and review key finance trigger settings (e.g. maximum loan exposure triggers), taking responsibility for them by recommending them to the Group Board.				
Annual Budgets for Group and all subsidiaries	<p>The Group Board will be accountable for approving the assumptions and annual revenue and capital budget for the Group and all subsidiaries.</p> <p>The Executive Director (Central and Financial Services) is responsible for producing the annual revenue and capital budgets to present to the Finance Committee. The Committee will challenge and review the strategy and plan taking responsibility for each by recommending them to the Group Board.</p>	EDCFS FC	Group Board	EMT	
Group Treasury Strategy and Annual Treasury Plan	<p>The Group Board is accountable for approving the Group's Treasury Strategy and Annual Treasury Plan.</p> <p>The Executive Director (Finance and Strategy) is responsible for preparing these in line with the long-term financial forecast to present to the Finance Committee. The Committee will challenge and review the strategy and plan taking responsibility for each by recommending them to the Group Board.</p> <p>The Strategic Development and Asset Committee will be consulted on the strategy and plan prior to consideration by the Finance Committee.</p>	EDF&S FC	Group Board	EMT SDAC	
Funding/treasury decisions for the Group and subsidiaries	<p>The Finance Committee is accountable for approving individual funding and treasury decisions in accordance with the requirements of the long-term financial forecast, Treasury Strategy and Annual Treasury Plan.</p> <p>The Executive Director (Finance and Strategy) is responsible for preparing for approval treasury and funding proposals, and for their implementation once approved in accordance with the requirements of Standing Orders and Financial Regulations.</p>	EDF&S	FC	EMT	
Financial Regulations	<p>The Group Board is accountable for approving the Financial Regulations.</p> <p>The Executive Director (Central and Financial Services) is responsible for the preparation and regular review of the Regulations.</p>	EDCFS	Group Board	EMT	

Financial performance					
Implementation and monitoring of Annual Budget (management accounts)	<p>The Group Board is accountable for ensuring the Group achieves the agreed annual revenue and capital budget, but may delegate monitoring to one or more Committees for the entire budget or particular elements.</p> <p>The Executive Management Team is responsible for ensuring that individual services meet budget targets and to identify and report any deviations from budgets above thresholds set out in Financial Regulations and in every event where the overall budget, measured across the Group, is exceeded.</p>	EMT	Group Board		
Rent and Income Policy	<p>The Group Board is accountable for approving the Group's Rent, Service Charge and Income Policies in line with the requirements of the Regulator of Social Housing's Rent Standard.</p> <p>The Executive Management Team is responsible for preparing the policy in line with the Group's overall financial requirements and recommending approval to the Board.</p> <p>The Customer Services Committee will be consulted on the Policy.</p>	EMT	Group Board	CSC	
Annual rent increases	<p>The Group Board is accountable for approving the Group's annual Rent, Service Charge and other fee increases in line with the Rent and Income Policy.</p> <p>The Executive Director (Central and Financial Services) and Executive Director (Operations) will be responsible for ensuring any increases are applied properly and in accordance with regulatory requirements.</p> <p>The Customer Services Committee will be consulted on the application of any increases.</p>	EDCFS EDO	Group Board	CSC	

ASSET MANAGEMENT	Comments	R Responsible	A Accountable	C Consulted	I Informed
Group Asset Management Strategy	<p>The Group Board is accountable for approving the Group’s Asset Management Strategy and ensuring it meets the requirements of legislative requirements, the Home Standard, long-term financial forecast, corporate strategy and legislation. The Strategy will include the strategy for planned maintenance investment, disposals and other investment requirements for existing assets.</p> <p>The Executive Director (Operations) is responsible for preparing the strategy for consideration by the Strategic Development and Asset Committee.</p> <p>The Customer Services Committee and Finance Committee will be consulted on the Strategy prior to presentation to the Board.</p>	EDO SDAC	Group Board	CSC FC	
Asset Management and Investment Rolling Programme	<p>The Strategic Development and Asset Committee will be accountable for the preparation and delivery of an Asset Management and Investment Rolling Programme within the requirements of the Group Asset Management Strategy, long-term financial forecast and Treasury Strategy.</p> <p>The Executive Director (Operations) will be responsible for preparing the programme</p>	EDO	SDAC	CSC FC	
Disposal programmes	<p>The Group Board is accountable for establishing any programme of disposals, including criteria for determining disposals.</p> <p>The Strategic Development and Asset Committee is responsible for oversight of any such programme and for scrutinising, challenging and approving programme proposals.</p> <p>The Finance Committee will be consulted prior to the adoption of any disposal programme.</p>	SDAC	Group Board	FC	
Disposal of land or stock up to £0.5 million or up to £1.5 million within established programmes or acquired specifically with the intent for sale or disposal or subject to statutory disposal requirements.	<p>EMT is accountable for the disposal of land or stock up to a value of £0.5 million or disposals up to a value of £1.5 million which is contained within an existing disposals programme and all disposals where there is a statutory or other requirement or properties built specifically for sale.</p> <p>The Executive Director (Operations) or Executive Director (MD, Commercial) are responsible for ensuring such sales meet the requirements of any policy or strategy established by the Group.</p>	EDO EDC	EMT		SDAC

ASSET MANAGEMENT	Comments	R Responsible	A Accountable	C Consulted	I Informed
	The Strategic Development and Asset Committee will be informed quarterly of all disposals.				
Disposal of land or stock within a programme of greater than £1.5m and less than £10m or not in programme and greater than £0.5m and less than £10m	<p>The Strategic Development and Asset Committee is accountable for the disposal of land or stock up to a value of £10 million.</p> <p>The Executive Director (Operations) or Executive Director (MD, Commercial) are responsible for ensuring such sales meet the requirements of any policy or strategy established by the Group.</p> <p>The Group Board will be informed quarterly of all disposals approved by the Strategic Development and Asset Committee.</p>	EDO EDC	SDAC		
Disposal of land or stock other than set out above	<p>The Group Board is accountable for all other disposals of land or stock.</p> <p>The Strategic Development and Asset Committee is responsible for reviewing individual proposals prior to submission to the Group Board.</p> <p>The Finance Committee will be consulted on any specific proposals with a value greater than £10 million.</p>	SDAC	Group Board	FC	

Development and Regeneration Schemes (including Joint Ventures)	Comments	R Responsible	A Accountable	C Consulted	I Informed
Development of Investment Strategy	<p>EMT is responsible for preparing an Investment Strategy for consideration by SDAC. Prior to SDAC consideration of any draft for approval CSC and FC will be consulted on the Strategy to ensure it is financially viable and meets the needs of customers.</p> <p>SDAC is responsible for recommending the Strategy to the Group Board for approval.</p>	EMT SDAC	Group Board	CSC FC	
Monitoring of delivery of the Investment Strategy	EMT is responsible for reporting to SDAC on progress on delivering the aims of the Strategy. SDAC will be accountable for scrutinising delivery and reporting to the Board.	EMT	SDAC		Group Board

Development and Regeneration Schemes (including Joint Ventures)	Comments	R Responsible	A Accountable	C Consulted	I Informed
Amendments to the Investment Strategy	<p>Where monitoring, changes in corporate priorities or changes in the operating environment require changes to the strategy, EMT is responsible for developing any changes and reporting on these to SDAC, following as necessary, consultation with FC and CSC.</p> <p>Group Board is accountable for approving any changes to the Strategy.</p>	EMT SDAC	Group Board	CSC FC	
Approval of pre-planning site options and associated costs within agreed annual budget and LTFF parameters	<p>EMT is responsible and accountable for approval of these schemes.</p> <p>EMT will inform SDAC of all schemes approved in this way.</p>	EMT	EMT		SDAC
Approval of pre-planning site options and associated costs outside agreed annual budget or LTFF parameters	<p>EMT is responsible for developing proposals for purchasing options for future schemes and submitting them to SDAC. SDAC is responsible for scrutinising these proposals prior to recommending approval to the Group Board.</p> <p>The Group Board is accountable for approving these schemes.</p> <p>EMT will consult with FC in advance of presenting proposals to SDAC as appropriate.</p>	EMT SDAC	Group Board	FC	

Development and Regeneration Schemes (including Joint Ventures)	Comments	R Responsible	A Accountable	C Consulted	I Informed
Approval to establish a joint venture	<p>EMT is responsible for developing proposals for the creation of a new joint venture to deliver one or more development schemes.</p> <p>The Group Board is accountable for approving the establishment of any new joint venture entity.</p> <p>Approval for establishing a joint venture must be given prior to Gateway 1 approval.</p>	EMT	Group Board		
Approval of development schemes at Gateway 1 (Land purchase cost less than £7.5M and within agreed hurdle rates and available financial resources for the overall scheme)	<p>EMT is responsible and accountable for approval of schemes with a total land purchase cost of less than £7.5M that are within the agreed hurdle rates and available financial resources for the overall scheme.</p> <p>EMT will inform SDAC of any schemes approved in this way.</p>	EMT	EMT		SDAC
Approval of development schemes at Gateway 1 (Land purchase cost less than £20M and within agreed hurdle rates and available financial resources for the overall scheme)	<p>EMT is responsible for developing proposals for these schemes.</p> <p>SDAC is responsible for reviewing these proposals and approving them as necessary</p> <p>SDAC will inform the Group Board of any schemes approved in this way.</p>	EMT	SDAC		Group Board

Development and Regeneration Schemes (including Joint Ventures)	Comments	R Responsible	A Accountable	C Consulted	I Informed
Approval of development schemes at Gateway 1 (Land purchase cost greater than £20M or any scheme that does not meet agreed hurdles or available financial resources for the overall scheme)	EMT is responsible for developing proposals for these schemes. SDAC is responsible for reviewing and scrutinising these proposals and recommending approval to the Group Board The Group Board is accountable for approving these schemes.	EMT SDAC	Group Board		
Approval of schemes at subsequent Gateways or variations to schemes between Gateways. (Schemes remaining within agreed hurdles)	EMT is responsible and accountable for approving all subsequent gateways or amendments for schemes that remain within the hurdle rates approved at the last Gateway. EMT will inform SDAC of any schemes approved in this way.	EMT	EMT		SDAC
Approval of schemes at subsequent Gateways or variations to schemes between Gateways. (Schemes outside of hurdles)	EMT is responsible for preparing proposals for development schemes at each Gateway, after Gateway 1, where the scheme no longer meets the hurdle rates agreed at the previous hurdle and submitting these to SDAC. SDAC is responsible for scrutinising and making recommendations for schemes of this type and will consult FC as appropriate. The Group Board is accountable for approving schemes of this type.	EMT SDAC	Group Board	FC	Group Board
Approval of regeneration schemes	EMT is responsible for preparing proposals for regeneration of existing properties and estates, including consulting with CSC on these prior to submission to SDAC. SDAC is responsible for scrutinising and reviewing such proposals prior to submission to the Group Board for approval. Group Board is accountable for approving all regeneration schemes.	EMT SDAC	Group Board	CSC	

Development and Regeneration Schemes (including Joint Ventures)	Comments	R Responsible	A Accountable	C Consulted	I Informed
Monitoring of development and regeneration schemes	EMT is responsible for reporting progress on delivery of all schemes to SDAC. SDAC is accountable for scrutinising progress and challenging EMT on its delivery and reporting, as appropriate, to the Group Board	EMT	SDAC		Group Board

AUDIT, RISK AND ASSURANCE	Comments	R Responsible	A Accountable	C Consulted	I Informed
Regulation and Compliance					
Compliance with regulatory requirements	<p>The Group Board will be accountable for the Group's compliance with all regulatory requirements.</p> <p>The Audit, Risk and Assurance Committee and Customer Services Committee will be responsible for ensuring appropriate systems of assurance are in place to ensure compliance with regular scrutiny of performance.</p>	ARAC CSC	Group Board		
Health and Safety Management	<p>The Group Board will be accountable for the system of health and safety management for the Group.</p> <p>The Chief Executive will be responsible for the design and implementation of health and safety management. The Audit Risk and Assurance Committee will be responsible for scrutinising and reviewing the safety management system prior to presenting it to the Board.</p> <p>The Executive Director (Central and Finance Services) as lead director will be consulted on all proposals regarding health and safety management.</p>	CEO ARAC	Group Board	EDFCS	
Compliance with Care Quality Commission Standards	<p>The Group Board will be accountable for compliance with the Care Quality Commission's regulatory standards in all relevant schemes and premises.</p> <p>The Customer Services Committee will be responsible for the oversight of compliance. The Executive Director (Operations) will be responsible for day-to-day management and reporting to the Committee,</p>	CSC EDO	Group Board		

Compliance with Housing Ombudsman Complaints Code	<p>The Group Board will be accountable for compliance with the Housing Ombudsman Complaints Code.</p> <p>The Customer Services Committee will be responsible for oversight of compliance and will challenge and review performance taking responsibility by recommending improvement actions to the Group Board.</p>	CSC EDO	Group Board		
Risk Management					
Risk management framework and strategic risk map	<p>The Group Board will be accountable for the Group's risk management framework and the monitoring and management of strategic risks.</p> <p>The Audit Risk and Assurance Committee will be responsible for the oversight of risk management within an integrated control framework. The Executive Director (Central and Finance Services) will be responsible for day-to-day management and reporting to the Committee,</p> <p>Each Committee will be consulted on strategic risks in its areas of responsibilities.</p>	ARAC EDCFS	Group Board	FC SDAC GRC CSC	
Operational risk maps	<p>The Audit Risk and Assurance Committee will be accountable for ensuring operational risks are managed in accordance with the Group's Risk Framework.</p> <p>The Executive Management Team will be responsible for the management and monitoring of operational risks in their respective areas of operation.</p> <p>Each Committee will be consulted on risks that are outside of the identified target risk exposure.</p>	EMT	ARAC	FC SDAC GRC CSC	
Audit					
Statutory Accounts Management Letter/letter of representation	<p>The Group Board will be accountable for the Group's Statutory Accounts, including the Strategic Report requirements, internal controls statement, value for money statement and representation letters to the External Auditors.</p> <p>The Executive Director (Central and Finance Services) will be responsible for the preparation of the statutory accounts. The Audit Risk and Assurance Committee will be responsible for the scrutiny of these accounts and associated management reports prior to consideration by the Board.</p>	ARAC EDCFS	Group Board		

External Auditors	<p>The Group Board will be accountable for the appointment of the Group's external auditors, subject to confirmation at the respective General Meetings of Registered Provider subsidiaries.</p> <p>The Audit, Risk and Assurance Committee will be responsible for scrutinising the performance of the appointed auditors and for ensuring that appropriate tendering arrangements are followed at the end of each contractual term.</p>	ARAC	Group Board		
Internal controls assurance report/statement	<p>The Group Board will be accountable for approving the Group's statement of internal controls and assurance statements.</p> <p>The Audit, Risk and Assurance Committee will be responsible for scrutiny of the statements and the assurance mechanisms in place.</p>	ARAC	Group Board		
Internal Auditors	<p>The Audit, Risk and Assurance Committee will be accountable for appointing the Group's internal auditors, approving the internal audit plan at least annually and receiving all internal audit reports.</p> <p>The Executive Director (Central and Financial Services) will be responsible for tender arrangements and the operational management of the internal audit service.</p>	EDCFS	ARAC		
Management Accounts	<p>EMT will use monthly management accounts to control the Group's business, under overall supervision by EDCFS.</p> <p>[A high-level review of performance against corporate plan targets will also be carried out by committees of the Board as outlined elsewhere]</p>	EMT	EDCFS		

Governance	Comments	R Responsible	A Accountable	C Consulted	I Informed
Group constitution	<p>The Group Board will be accountable for any changes to the constitutions of any Group Member, subject to any requirements for General Meetings.</p> <p>The Executive Director (Central and Financial Services) will be responsible for presenting proposals for changes.</p> <p>The Customer Services Committee will be consulted on any constitutional changes that have a direct impact on customers.</p>	EDCFS	Group Board	CSC	
Adoption of a Code of Governance	<p>The Group Board is accountable for agreeing the Code(s) of Governance to be used by Group Members and to determine which</p>	EDCFS	Group Board		

	<p>Group Members will follow any particular Code.</p> <p>The Executive Director (Central and Financial Services) will be responsible for identifying the appropriate Code(s) and making recommendations to the Group Board.</p>				
Monitoring of compliance against adopted Code of Governance on behalf of the Group	<p>The Group Board will be accountable for the annual report assessing compliance with the Group's adopted Code of Governance.</p> <p>The Governance and Remuneration Committee will be responsible for ensuring appropriate arrangements are in place for compliance with the Code.</p>	GRC	Group Board		
Approval of adoption of a Code of Conduct (and Conduct Becoming) and key governance policies (e.g. Probity Policy)	<p>The Group Board will be accountable for determining the Group's Code of Conduct.</p> <p>The Governance and Remuneration Committee will be responsible for reviewing the Code regularly and ensuring suitable monitoring and management arrangements are in place.</p>	GRC	Group Board		

Operational Performance	Comments	R Responsible	A Accountable	C Consulted	I Informed
Key Performance Indicators – target setting – strategic and enabling customer measures	<p>The Group Board is accountable for setting performance targets for the Group against the objectives of the Corporate Plan.</p> <p>For indicators which have a direct impact on customers, the Customer Services Committee will be responsible for identifying and recommending targets to the Group Board.</p>	CSC	Group Board		
Key performance indicators – target setting – strategic and enabling business measures	<p>The Group Board is accountable for setting performance targets for the Group against the objectives of the Corporate Plan.</p> <p>For indicators which do not have a direct impact on customers, the Audit, Risk and Assurance Committee will be responsible for identifying and recommending targets to the Group Board.</p>	ARAC	Group Board		
Delivery of KPI targets – strategic and enabling customer measures	<p>The Customer Services Committee will be accountable for achievement of targets for customer measures.</p> <p>EMT is responsible for monitoring performance and taking appropriate actions to achieve identified targets.</p> <p>The Group Board will be informed of achievement of targets quarterly.</p>	EMT	CSC		Group Board

Delivery of KPI outcomes – strategic and enabling business measures relating to operations	<p>The Audit, Risk and Assurance Committee will be accountable for achievement of targets for operational business measures.</p> <p>EMT is responsible for monitoring performance and taking appropriate actions to achieve identified targets.</p> <p>The Group Board will be informed of achievement of targets quarterly.</p>	EMT	ARAC		Group Board
Delivery of KPI outcomes – strategic and enabling business measures relating to finance	<p>Finance Committee will be accountable for achievement of targets for business measures relating to finance and funding</p> <p>EMT is responsible for monitoring performance and taking appropriate actions to achieve identified targets.</p> <p>The Group Board will be informed of achievement of targets quarterly.</p>	EMT	FC		Group Board

Organisational development	Comments	R Responsible	A Accountable	C Consulted	I Informed
People and Organisational Strategy	<p>The Group Board will be accountable for approving the “people strategy”.</p> <p>The Governance and Remuneration Committee will be responsible for recommending the strategy to the Board and for monitoring delivery against key targets.</p>	GRC	CEO		
Executive Management Team Remuneration and Terms and Conditions	<p>The Group Board will be accountable for approving the remuneration and terms and conditions for the Chief Executive and members of the Executive Management Team.</p> <p>The Governance and Remuneration Committee will be responsible for the review of terms and conditions and remuneration at regular intervals, using external benchmarking information where appropriate, and recommending any changes to the Group Board.</p>	GRC	Group Board		
Board and Executive Succession	<p>The Group Board will be accountable for ensuring that there are clear arrangements in place for succession planning for the Executive Management Team and Board and Committee Membership based upon an evaluation of the skills and experience needed for the effective management and governance of the Group.</p> <p>The Governance and Remuneration Committee will be responsible for reviewing and scrutinising proposals for Board and Executive succession making recommendations to the Board as appropriate.</p>	GRC	Group Board		

Performance related pay arrangements	<p>The Group Board will be accountable for approving arrangements for any performance related pay schemes operated by the Group this will include agreeing performance targets required by each scheme operated.</p> <p>The Governance and Remuneration Committee will be responsible for reviewing each scheme in operation and any associated targets and making recommendations to the Group Board regarding approval.</p>	GRC	Group Board		
Non-executive remuneration	<p>The Group Board is accountable for approving the rates of remuneration for non-executive appointments.</p> <p>The Governance and Remuneration Committee is responsible for procuring independent advice on Board remuneration at least once every three years and making recommendations to the Board based upon this independent advice.</p>	GRC	Group Board		

Other delegations will either be matters reserved to the Board, established in Terms of Reference or matters delegated to the Chief Executive by means of Group Standing Orders.

In the event of conflict, Standing Orders will take precedence over this RACI Matrix.

DUTIES AND RESPONSIBILITIES MATRIX

Audit, Risk and Assurance Committee

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Internal Audit					
Monitoring and reviewing the effectiveness of the internal audit activities	<p>ARAC is accountable for ensuring that internal audit arrangements are suitable and efficiently and effectively delivered in line with the principles of good governance and control as required by the RSH Governance and Financial Viability Standard.</p> <p>Any deficiencies should be reported to the Group Board along with information on how ARAC proposes to ensure these are addressed.</p>		ARAC		Group Board
Audit Charter	<p>ARAC is accountable for ensuring the Group's internal auditors have in place a charter for the conduct of internal audits.</p> <p>EMT is to be informed of this Charter and take best endeavours to ensure it is met by officers.</p>		ARAC		EMT
Annual Internal Audit Plan	<p>In consultation with EMT, ARAC is responsible for the preparation of an annual plan of internal audits linked to the Group's risk register and designed to provide assurance of the design and implementation of controls. This plan should reflect the overall control environment set by the Board and reflected in the Board RACI.</p> <p>The Group Board is accountable for approving this plan.</p> <p>EMT is to be informed of the plan and will use its best</p>	ARAC	Group Board	EMT	EMT

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	endeavours to facilitate successful operational delivery of its contents.				
Review of internal audits	<p>EMT is responsible for ensuring that internal audit reports have effective management responses and that, for reports with a lower than reasonable level of assurance, these are fully reviewed.</p> <p>ARAC is accountable for reviewing all internal audit reports and monitoring delivery of the recommendations. ARAC will report on the outcomes of each audit to the Group Board and formally identifying any serious control failures along with actions taken to address them.</p>	EMT	ARAC		Group Board in particular in the event of significant control issues
Review of internal controls	<p>Each year ARAC is responsible for reviewing the Statement on Internal Controls and a self-assessment of compliance with the Regulatory Standards.</p> <p>The Group Board is accountable for approving the Statement and self-assessment along with a statement for inclusion in the Group's Financial Statements</p>	ARAC	Group Board		
Review of annual internal audit opinion	<p>ARAC is responsible for reviewing the internal auditor's annual opinion and recommending it for inclusion within the Group's Financial Statements.</p> <p>The Group Board is accountable for approving the statement for inclusion.</p>	ARAC	Group Board		
Appointment of Internal Auditor	ARAC is responsible for the management of any tendering and appointment procedures for the Group's internal auditors and recommending the results to the Group Board.	ARAC	Group Board	EMT	

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	<p>The Group Board is accountable for appointing the internal auditor.</p> <p>EMT will be consulted on the tendering and appointment.</p>				
External Audit and Final Accounts					
Review of financial statements	<p>ARAC is responsible for reviewing all aspects of the Group and subsidiary financial statements, including those for Joint Ventures, in accordance with the details set out in its terms of reference.</p> <p>Group Board, or other Board as appropriate, is accountable for approving the financial statements.</p> <p>EMT and Finance Committee will be consulted on the review.</p>	ARAC	Group Board Subsidiary Board as appropriate	EMT Finance Comm	
Appointment of external auditor	<p>ARAC is responsible for the management of any tendering and appointment procedures for the Group's external auditors and recommending the results to the Group Board for further recommendation to the relevant Annual General Meeting for approval.</p> <p>The relevant Annual General Meeting is accountable for appointing the external auditor.</p> <p>EMT and Finance Committee will be consulted on any appointment.</p>	ARAC Group Board	Annual General Meeting	EMT Finance Comm	
Review of external auditor performance	ARAC is accountable for reviewing the external auditor's performance annually and informing the Board of any areas of concern along with arrangements for addressing these.		ARAC		Group Board

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Annual audit plan and strategy	ARAC is accountable for approving the external auditor's annual plan and strategy and informing the Group Board and EMT of its content.		ARAC		EMT Group Board
Review of external audit	ARAC is responsible for annually recommending to the Group Board the appointment of the external auditor for the following year. The relevant Annual General Meeting is accountable for the appointment of the auditor. The Finance Committee will be consulted if ARAC is minded to recommend a change.	ARAC Group Board	Annual General Meeting	Finance Comm If changing	
External audit fees	ARAC is accountable for approving the external audit fees.		ARAC		
Risk Management and Insurance					
Risk Management Framework	ARAC is responsible for reviewing the Group's risk management framework at least once every three years and ensuring it is up to date and provides appropriate assurance on the assessment and management of risk. The Group Board is accountable for approving the Framework based upon ARAC's recommendations.	ARAC	Group Board		
Review of risks	ARAC is responsible for reviewing, at least annually, the Group's strategic risk register including the current and target risk rating, nature of controls and their adequacy, actions identified to improve the current risk rating as necessary. The Group Board is accountable for approving the risk register.	ARAC	Group Board	All Committees	

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	All Committees will be consulted on the proposed ratings of risks managed by them.				
Monitoring of risk	<p>Each Committee is responsible for monitoring the early warning triggers, causes and actions for each risk it is responsible for.</p> <p>ARAC is accountable for monitoring strategic risks at least quarterly to ensure that actions are completed on time and that appropriate actions are taken should early warning triggers indicate action is required.</p> <p>The Group Board will be informed of any changes arising from these reviews.</p>	Relevant Committee	ARAC		Group Board
Adequacy of systems	<p>ARAC is responsible for reviewing the overall risk environment annually, including the Sector Risk Profile and other third party assessments and ensuring that the systems of risk in place are adequate to meet the identified risk environment.</p> <p>Group Board is accountable for approving this analysis.</p> <p>All Committees will be informed of the results of the analysis.</p>	ARAC	Group Board		All Committees
Forward view deep dives	<p>ARAC is accountable for undertaking deep dive inquiries into risks to determine whether the day-to-day management of risks is adequate. In doing this ARAC may ask another Committee to undertake a deep dive if more appropriate.</p> <p>ARAC will inform other Committees of its findings as appropriate and subsequently review any actions identified through its regular monitoring.</p>		ARAC		Committees as appropriate

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Appointment of insurers	ARAC is accountable for the management of any tendering and appointment procedures for the Group's insurers. EMT will be consulted on any appointment.		ARAC		Group Board
Long Term Financial Forecast	ARAC is responsible for reviewing the factors and stress-tests used for the 'must survive' scenario in the LTFF and recommending these to the Finance Committee for approval within the Long-Term Financial Forecast. Finance Committee will be informed of ARAC's views and comments on this scenario.	ARAC	Group Board for the LTFF including ARAC's review of 'must survive' scenarios.		Finance Committee
Compliance Assurance					
Health and Safety	ARAC is responsible for reviewing the Group's compliance with regards to landlord health and safety ensuring that adequate assurance is in place on reporting and that the Group complies with all relevant legislation with regards to compliance including the adoption of up-to-date policies and procedures. The Committee is also responsible for recommending any additional actions or controls needed to obtain adequate assurance. The Group Board is accountable for reviewing the assurance provided by ARAC.	ARAC	Group Board		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Safeguarding	<p>ARAC is responsible for reviewing the Group's compliance with regards to safeguarding ensuring that adequate assurance is in place on reporting and that the Group complies with all relevant legislation including the adoption of up-to-date policies and procedures. The Committee is also responsible for monitoring serious incidents and recommending any additional actions or controls needed to obtain adequate assurance.</p> <p>The Group Board is accountable for reviewing the assurance provided by ARAC.</p>	ARAC	Group Board		
Procurement	<p>ARAC is accountable for reviewing, at least annually, the Group's compliance with procurement regulations and policy including the adequacy of the contracts register.</p> <p>ARAC will inform Finance Committee of its review to enable it to take any steps necessary to ensure the Group meets its value for money objectives and obligations.</p>		ARAC		Finance Committee
Data Protection	<p>ARAC is responsible for reviewing the Group's compliance with regards to data protection legislation ensuring that adequate assurance is in place on reporting and that the Group complies with all relevant legislation including the adoption of up-to-date policies and procedures. The Committee is also responsible for monitoring serious incidents and recommending any additional actions or controls needed to obtain adequate assurance.</p> <p>The Group Board is accountable for reviewing the</p>	ARAC	Group Board		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	assurance provided by ARAC.				
Business continuity	<p>ARAC is responsible for ensuring there are adequate plans in place for business continuity across the Group and at individual department level. ARAC is also responsible for ensuring that these plans are reviewed and tested regularly.</p> <p>The Group Board is account table for the overall business continuity framework and assurance that appropriate plans are in place.</p>	ARAC	Group Board		
Whistleblowing and Fraud					
Whistleblowing	<p>ARAC is responsible for ensuring that a suitable policy and procedure is in place for whistleblowing. ARAC is also responsible for monitoring reports of whistleblowing and ensuring that adequate protections are followed for individuals making a public interest disclosure. Finally ARAC is responsible for promoting a culture in which individuals are happy to 'speak up' about areas of concern in a safe environment.</p> <p>The Group Board is accountable for approving the relevant policies and supporting a culture of 'speaking up'.</p>	ARAC	Group Board		
Fraud, corruption, theft and money laundering	ARAC is responsible for ensuring that a suitable policy and procedure is in place for preventing fraud and other financial malfeasance. ARAC is also responsible for monitoring reports of fraud. Finally ARAC is responsible for promoting a culture in which individuals are encouraged to identify and report	ARAC	Group Board		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	fraud, corruption or theft. The Group Board is accountable for approving the relevant policies and supporting a culture of reporting fraud, corruption or theft.				

Other delegations will either be matters reserved to the Board, established in Terms of Reference or matters delegated to the Chief Executive by means of Group Standing Orders.

In the event of conflict, Standing Orders will take precedence over this RACI Matrix.

DUTIES AND RESPONSIBILITIES MATRIX

Customer Service Committee

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Consumer Regulation					
<p>Establishing policies for compliance with the Consumer Regulatory Standards and Rent Standard</p>	<p>EMT is responsible for developing policies that meet the requirements of the Regulator of Social Housing's Consumer Standards and the Rent Standard.</p> <p>Except where these policies relate to the development of new homes, regeneration of existing homes, planned investment in existing homes and compliance with health and safety requirements for servicing, CSC is responsible for scrutinising these policies.</p> <p>Either CSC or Group Board is accountable for approving these policies as set out in the Group's policy framework.</p> <p>Customer Scrutiny Panels will be consulted prior to consideration of policies by CSC.</p>	<p>EMT CSC</p>	<p>CSC Group Board (as set out in Group policy framework)</p>	<p>Customer Scrutiny Panels</p>	
<p>Establishing procedures for compliance with the Consumer Regulatory Standards</p>	<p>EMT is responsible and accountable for developing procedures that meet the policies for compliance with the Consumer Regulatory Standards and the Rent Standard.</p> <p>Customer Scrutiny Panels will be consulted prior to approval of these procedures.</p>	<p>EMT</p>	<p>EMT</p>	<p>Customer Scrutiny Panels</p>	

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Monitoring and review of compliance with the Consumer Regulatory Standards	<p>At least once a year and as part of the Group's consideration of internal controls, EMT is responsible for preparing a self-assessment of the Group's compliance with the Consumer Regulatory Standards.</p> <p>CSC is responsible for reviewing this self-assessment, following consultation with Customer Scrutiny Panels, and making recommendations to the Group Board as appropriate.</p> <p>The Group Board is accountable for approving the self-assessment and any actions identified to enhance compliance.</p>	EMT CSC	Group Board	Customer Scrutiny Panels	ARAC
Customer Service, Involvement and Scrutiny					
Development of customer service, scrutiny and engagement strategy	<p>EMT is responsible for developing proposals for a strategy for engaging customers in service delivery and scrutiny as well as the levels of customer service offered to the Group's customers.</p> <p>CSC is responsible for reviewing and scrutinising these proposals prior to consideration by the Group Board.</p> <p>Customer Scrutiny Panels will be consulted prior to consideration by CSC.</p> <p>The Group Board is accountable for approving the strategy.</p>	EMT CSC	Group Board	Customer Scrutiny Panels	
Changes to customer service, scrutiny and engagement strategy	<p>EMT is responsible for identifying and required changes to the strategy.</p> <p>CSC is responsible for reviewing and scrutinising these proposals prior to consideration by the Group Board.</p>	EMT CSC	Group Board	Customer Scrutiny Panels	

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	<p>Customer Scrutiny Panels will be consulted prior to consideration by CSC.</p> <p>The Group Board is accountable for approving changes to the strategy.</p>				
Development of local and other service standards	<p>EMT is responsible for identifying areas for the development of specific local or other service standards and developing such standards in line with the agreed strategy and in consultation with Customer Scrutiny Panels.</p> <p>CSC is accountable for approving these standards.</p>	EMT	CSC	Customer Scrutiny Panels	
Monitoring and review of customer service strategy and standards	<p>EMT is responsible for developing and providing reports that set out how the Group is meeting the requirements of the customer service strategy and standards including performance indicators and diversity, inclusion and opportunities for customers to engage in services.</p> <p>CSC is accountable for monitoring this information and reporting on it to the Board.</p>	EMT	CSC		Group Board
Complaints					
Development of Group complaints policy	<p>EMT is responsible for developing a complaints policy covering all A2Dominion customers and in line with the requirements of the Consumer Standards and Housing Ombudsman Code.</p> <p>CSC is responsible for reviewing and scrutinising the policy, having consulted with Customer Scrutiny Panels, and recommending approval to the Group Board.</p> <p>The Group Board is accountable for approving the</p>	EMT CSC	Group Board	Customer Scrutiny Panels	

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	complaints policy				
Amendments to Group complaints policy	<p>EMT is responsible for identifying and proposing amendments to the complaints policy.</p> <p>CSC is responsible for reviewing and scrutinising the changes, having consulted with Customer Scrutiny Panels, and recommending approval to the Group Board.</p> <p>The Group Board is accountable for approving amendments to the complaints policy.</p>	EMT CSC	Group Board	Customer Scrutiny Panels	
Monitoring performance of complaints handling	<p>EMT is responsible for preparing reports on complaints performance in line with the agreed policy.</p> <p>CSC is accountable for reviewing this information and reporting to the Board.</p>	EMT	CSC		Group Board
Learning from complaints and Ombudsman findings	<p>EMT is responsible for identifying any learning from complaints, and ways in which learning may be applied to reduce future complaints.</p> <p>For non-Ombudsman complaints EMT is accountable for implementing identified learning within the requirements of the complaints policy.</p> <p>For complaints investigated by the Housing Ombudsman resulting in a finding of maladministration, CSC is accountable for reviewing learning identified and reporting this to the Group Board.</p> <p>For complaints investigated by the Housing Ombudsman resulting in a finding of severe maladministration, CSC is responsible for</p>	EMT CSC	EMT (non-Ombudsman complaints) CSC (findings of maladministration) Group Board (for findings of serious maladministration)		Group Board (findings of maladministration)

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	<p>reviewing and scrutinising learning before submission to the Group Board.</p> <p>The Group Board is accountable for all learning from severe maladministration findings.</p>				
Responsive Repairs					
<p>Establishing and amending the Group's repairs policies</p>	<p>EMT is responsible for developing the Group's responsive repairs policies in line with the requirements of the relevant Regulatory standards and legislative requirements and following appropriate customer engagement.</p> <p>CSC is responsible for reviewing and scrutinising these policies prior to submission to the Group Board.</p> <p>The Group Board is accountable for approving the Group's repairs policies.</p> <p>Customer Scrutiny Panels will be consulted on draft policies prior to consideration by CSC/</p>	EMT CSC	Group Board	Customer Scrutiny Panels	
<p>Appointment of principal repairs contractors</p>	<p>EMT is responsible for the tendering of all relevant arrangements for the delivery of responsive repairs and making recommendations for appointment.</p> <p>CSC is responsible for the appointment of the Group's principal contractors – currently through the Pyramid Plus joint venture – and recommending appointment to the Group Board.</p> <p>The Group Board is accountable for the appointment of the Group's principal contractors.</p> <p>Customer Scrutiny Panels will be consulted as part of any tendering arrangements and identified</p>	EMT CSC	Group Board	Customer Scrutiny Panels	

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	service requirements prior to the consideration of recommendations by CSC.				
Monitoring of repairs performance	EMT is responsible for preparing reports on repairs performance in line with the repairs policy. CSC is accountable for reviewing this information and reporting to the Board.	EMT	CSC		Group Board
Housing and Estate Management					
Establishing and amending the Group's housing and estate management policies	EMT is responsible for developing the Group's housing and estate management policies in line with the requirements of the relevant Regulatory standards and legislative requirements and following appropriate customer engagement. Responsibility for scrutinising and reviewing policies and accountability for approving policies will be in line with the Group's policy framework. Customer Scrutiny Panels will be consulted on draft policies prior to consideration by CSC.	EMT CSC (in accordance with the Group's policy framework)	EMT CSC Group Board (in accordance with the Group's policy framework)	Customer Scrutiny Panels	
Monitoring of repairs performance	EMT is responsible for preparing reports on repairs performance in line with the Group's policies. CSC is accountable for reviewing this information and reporting to the Board.	EMT	CSC		Group Board

Other delegations will either be matters reserved to the Board, established in Terms of Reference or matters delegated to the Chief Executive by means of Group Standing Orders.

In the event of conflict, Standing Orders will take precedence over this RACI Matrix.

DUTIES AND RESPONSIBILITIES MATRIX

Finance Committee

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Annual Budget					
<p>Establishment of budget assumptions and parameters</p>	<p>Annually, EMT is responsible for preparing proposals for the assumptions and parameters to be included within the next year's budget.</p> <p>The Finance Committee is responsible for reviewing and scrutinising the proposals prior to making recommendations to the Group board.</p> <p>The Group Board is accountable for approving the budget assumptions and parameters prior to the preparation of an initial budget.</p>	<p>EMT FC</p>	<p>Group Board</p>		
<p>Review of draft budget and relevant financial performance indicators</p>	<p>EMT is responsible for preparing a proposed draft budget and relevant financial performance indicators for the year ahead reflecting the agreed assumptions and parameters, the proposals for asset investment presented by the Strategic Development and Asset Committee and the approved long-term financial forecast.</p> <p>The Finance Committee is responsible for scrutinising these drafts and ensuring they enable the Group to meet its corporate objectives and the aims of the long-term financial forecast.</p> <p>The Group Board is accountable for approving the annual budget.</p> <p>The CSC and SDAC will have previously considered proposals for asset investment proposals.</p>	<p>EMT FC</p>	<p>Group Board</p>		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Financial Performance					
Monitoring of the Group's financial performance against agreed budget and performance indicators	<p>EMT is responsible for preparing reports on the financial position of the Group and its subsidiaries in line with agreements.</p> <p>The Finance Committee is accountable for ensuring that these reports properly explain the Group's performance and demonstrate its management to deliver against budget.</p>	EMT	FC		Group Board
Tax Matters					
Appointment of Group Tax Advisers	<p>EMT is responsible for proposing approaches to tendering and appointing the Group's tax advisers and for managing these arrangements.</p> <p>The Finance Committee is accountable for the appointment of the Group's tax advisers.</p> <p>The Group Board will be informed of the appointment.</p>	EMT	FC		Group Board
Group Tax Strategy	<p>EMT is responsible for development of an annual tax strategy in conjunction with the Group's tax advisers.</p> <p>Finance Committee is responsible for reviewing and scrutinising the strategy prior to recommending approval to the Group Board.</p> <p>The Group Board is accountable for approving the strategy.</p>	EMT FC	Group Board		
Treasury Strategy					

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Group Treasury Strategy	<p>Annually, EMT is responsible for preparing a Treasury Strategy for the Group working with appointed professional advisers as necessary.</p> <p>Finance Committee is responsible for reviewing and scrutinising the strategy.</p> <p>The Group Board is accountable for approving the Treasury Strategy</p>	EMT FC	Group Board		
Group Treasury Policy	<p>EMT is responsible for developing a Treasury Policy in support of the strategy and ensuring that the requirements of the policy are met.</p> <p>The Finance Committee is accountable for approving the policy and informing the Group Board of its approval.</p>	EMT	FC		Group Board
Treasury Management					
Approval of financial instruments, loans, derivatives, investments and other similar items within the requirements of the Treasury Strategy and Long-Term Financial Forecast	<p>EMT is responsible for developing recommendations and proposals for all financial instruments and similar items.</p> <p>Where proposals are within the constraints and requirements of the Treasury Strategy, Policy and Long-Term Financial Forecast the Finance Committee is accountable for approving these and informing the Board.</p> <p>In so far as any of these proposals, in the view of EMT have an impact on the Group's development activities, SDAC will be consulted prior to recommending approval to the Finance Committee.</p>	EMT	FC	SDAC	Group Board
Approval of financial instruments, loans,	EMT is responsible for developing recommendations and proposals for all financial	EMT	Group Board		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
derivatives, investments and other similar items outside the requirements of the Treasury Strategy and Long-Term Financial Forecast	<p>instruments and similar items.</p> <p>The Finance Committee is responsible for reviewing and scrutinising these proposals.</p> <p>The Group Board is responsible for approving all financial instruments and similar items that do not meet the requirements and constraints of the Treasury Strategy, Policy or Long-Term Financial Forecast.</p>	FC			
Long-Term Financial Forecast					
Annual scenario planning and stress testing	<p>Annually, EMT is responsible for developing proposals for preparing proposals for scenario planning and stress testing for the Group's long-term financial forecast.</p> <p>The Audit, Risk and Assurance Committee is responsible for reviewing and scrutinising the 'worst-case' must survive scenario and recommending approval to the Finance Committee.</p> <p>The Finance Committee is responsible for reviewing and scrutinising the entire suite of scenario plans and stress testing.</p> <p>The Group Board is accountable for approving the scenario plans and stress tests in advance of preparation of the Long-Term Financial Forecast</p>	EMT ARAC FC	Group Board		
Approving the Long-Term financial Forecast	<p>EMT is responsible for preparing a Long-Term Financial Forecast which reflects the approved scenario planning and stress test scenarios.</p> <p>The Finance Committee is responsible for reviewing and scrutinising these proposals.</p>	EMT FC	Group Board	SDAC	

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	<p>The Group Board is accountable for approving the Long-Term Financial Forecast.</p> <p>SDAC will be consulted on the draft Long-Term Financial Forecast prior to its consideration at the Group Board.</p>				
Financial Planning					
<p>Group investment criteria, hurdle rates, golden rules, and other measures</p>	<p>EMT is responsible for developing proposals for investment criteria and other measures to enable effective management and delivery of the Group's commercial, development and financial activities.</p> <p>The Finance Committee is responsible for reviewing and scrutinising these proposals, which it must do in conjunction with SDAC for hurdle rates and investment criteria, before recommending approval to the Board.</p> <p>The Group Board is accountable for approving all such measures.</p>	<p>EMT FC</p>	<p>Group Board</p>	<p>SDAC</p>	
<p>Value for money approach and position</p>	<p>EMT is responsible for developing reports setting out how the Group is meeting its value for money objectives as set out in the Value For Money Regulatory Standard including benchmarking and comparator data.</p> <p>The Finance Committee is responsible for reviewing and scrutinising these reports.</p> <p>The Group Board is accountable for approving the Group's adherence to the Value for Money Standard as described in these reports.</p>	<p>EMT FC</p>	<p>Group Board</p>		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Investment Policy	<p>Annually EMT is responsible for preparing an investment policy that includes the investment criteria and reflects regulatory requirements for charitable investments.</p> <p>The Finance Committee is responsible for reviewing and scrutinising the policy.</p> <p>The Group Board is accountable for approving the policy.</p>	EMT FC	Group Board		
Stock valuation	<p>EMT is responsible for preparing the annual stock valuation.</p> <p>The Finance Committee is accountable for approving the valuation with respect to financial and accounting considerations.</p> <p>The Group Board will be informed of the results of the valuation.</p>	EMT	FC		Group Board

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In the event of conflict, Standing Orders will take precedence over this RACI Matrix.

DUTIES AND RESPONSIBILITIES MATRIX
Governance and Remuneration Committee

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Regulatory Framework					
Changes to Regulatory Standards	<p>EMT is responsible for ensuring appropriate arrangements are made to respond to consultation on changes to the Regulatory Standards and for developing appropriate arrangements are established to meet the requirements of any changes. EMT is also responsible for ensuring the Board is informed of the publication of any consultation by the Regulator.</p> <p>G and R is accountable for ensuring that any changes to the Framework and arrangements for their implementation are reviewed and reported to the Board.</p> <p>EMT will consult with all committees on the changes and arrangements for implementing these prior to implementation.</p>	EMT	G and R	ARAC CSC Finance SDAC	Group Board
Governance Code and Policies					
Code of Governance	<p>G and R is responsible for reviewing the Code of Governance adopted by A2Dominion and reviewing compliance each year. The outcomes of the review must be reported to the Board as part of the overall assessment of controls.</p> <p>The Group Board is accountable for the Group's adoption and adherence to the Code.</p>	G and R	Group Board		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Governance Policy	<p>G and R is responsible for the review of:</p> <p>All Group Rules or Articles of Association, except for Joint Ventures</p> <ul style="list-style-type: none"> • Group Standing Orders • Board and Committee Terms of Reference • Board Member Disputes Policy • And recommending any changes to the Group Board for approval. <p>The Group Board is accountable for approving these policies.</p> <p>In the event of changes to Terms of Reference, the appropriate Committee should be consulted prior to G and R reviewing proposed changes.</p>	G and R	Group Board	Other committees as required	
Board Appointments and Remuneration					
Board skills matrix	<p>G and R is responsible for reviewing the skills requirements needed by the Board and each Committee at least once every three years or at such other time as determined by the Committee.</p> <p>In considering the skills matrix the Committee will examine the necessary behavioural skills required of Board and Committee Members and ensure these are specified and aligned to the Group's vision and values.</p> <p>The Group Board is accountable for approving the skills matrix.</p>	G and R	Group Board		
Board succession planning	G and R is responsible for reviewing plans for Board and Committee Member succession at least once a year. In doing this the Committee will consider the	G and R	Group Board		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	<p>results of appraisals, skills gaps identified and any changes in the operating environment requiring the introduction of additional skills. All succession planning will seek to ensure the Group has diverse and inclusive membership.</p> <p>The Group Board is accountable for approving any proposed succession plan.</p>				
Board Member appointments	<p>G and R is responsible for managing the recruitment of new Board members including working with appointed agencies, shortlisting and recommending appointments to the Group Board. All recruitment will be conducted in an open and transparent manner.</p> <p>The Group Board is accountable for approving all appointments to the Board.</p>	G and R	Group Board		
Committee Member Appointments	<p>Individual committees are responsible for the appointment of independent committee members in an open and transparent manner and in accordance with the Board succession plan.</p> <p>The Group Board is accountable for the appointment of independent committee members.</p> <p>G and R will be informed of all independent committee appointments prior to commencing recruitment.</p>	Appointing Committee	Group Board		G and R
Culture and Behaviours					
Defining the Group's culture	<p>The Chief Executive is responsible for defining the cultural aspirations of the Group including the Group's vision and values.</p> <p>The Group Board is accountable for approving the</p>	CEO EMT	Group Board	G and R	

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	<p>Group's culture and ensuring decisions reflect its aspirations.</p> <p>The Chief Executive will consult G and R prior to seeking Board approval. The Group Board is accountable for the Group's culture and ensuring decisions reflect its aspirations.</p>				
Defining the Group's behavioural framework	<p>The Executive Management Team is responsible for developing and amending, as appropriate, the behavioural framework for Group staff reflecting the Group's vision and values.</p> <p>The Chief Executive is accountable for delivery of the behavioural framework.</p> <p>The Chief Executive will consult G and R on the design and success of the framework which will be reported to the Group Board.</p>	EMT	CEO	G and R	Group Board
Defining and implementing an operating model for the Group	<p>The Executive Management Team is responsible for developing and amending, as appropriate, the operating model for the Group.</p> <p>The Chief Executive is accountable for delivery of the operating model.</p> <p>The Chief Executive will consult G and R on the success of the model which will be reported to the Group Board.</p>	EMT	CEO	G and R	Group Board
Structures, Staff Remuneration and Terms and Conditions					
Executive Management structure	The Chief Executive is responsible for defining the structure, size and roles needed for the Executive Management Team.	CEO	Group Board	G and R	G and R

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	<p>The Group Board is accountable for approving this structure.</p> <p>The Chief Executive will consult G and R prior to seeking Board approval and will inform G and R of the progress of changes at their absolute discretion.</p>				
Chief Executive and appointment and termination.	<p>G and R is responsible for managing the recruitment of the Chief Executive including working with appointed agencies, shortlisting and recommending appointments to the Group Board. All recruitment will be conducted in an open and transparent manner.</p> <p>The Group Board is accountable for approving the appointment of the Chief Executive.</p>	G and R	Group Board		
Executive Management performance	<p>The Chief Executive is responsible for appraising the performance of members of the Executive Management Team annually, in accordance with the approved performance management framework and process.</p> <p>G and R is accountable for any changes in remuneration or payment of bonuses arising from such appraisals.</p> <p>The Chief Executive will consult Chairs of relevant committees as part of the appraisal.</p>	CEO	G and R	Chairs of Committees	
Chief Executive performance	<p>G and R is responsible for ensuring that the Group Chair and other Board Members, as necessary, conduct an annual appraisal of the Chief Executive's performance and establishing objectives for the postholder.</p> <p>The Group Board is accountable for approving any</p>	Group Chair G and R	Group Board		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	changes in remuneration or payment of bonuses arising from these appraisals.				
Staff remuneration	<p>The Chief Executive is responsible for proposing policies establishing systems for pay, reward and benefits for staff for consideration by G and R. This includes performance related pay and pension arrangements.</p> <p>The Group Board is accountable for approving these policies.</p>	CEO G and R	Group Board		
Pay awards	<p>The Executive Management Team is responsible for recommending pay awards, within the constraints of the approved policy and the approved budget set by the Board.</p> <p>The Chief Executive is accountable for the implementation of any such pay award.</p> <p>The Chief Executive will update G and R once any award has been agreed.</p>	EMT	CEO		G and R

Other delegations will either be matters reserved to the Board, established in Terms of Reference or matters delegated to the Chief Executive by means of Group Standing Orders.

In the event of conflict, Standing Orders will take precedence over this RACI Matrix.

DUTIES AND RESPONSIBILITIES MATRIX
Strategic Development and Asset Committee

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Investment Strategy					
Development of Investment Strategy	EMT is responsible for preparing an Investment Strategy for consideration by SDAC. Prior to SDAC consideration of any draft for approval CSC and FC will be consulted on the Strategy to ensure it is financially viable and meets the needs of customers. SDAC is responsible for recommending the Strategy to the Group Board for approval.	EMT SDAC	Group Board	CSC FC	
Monitoring of delivery of the Investment Strategy	EMT is responsible for reporting to SDAC on progress on delivering the aims of the Strategy. SDAC will be accountable for scrutinising delivery and reporting to the Board.	EMT	SDAC		Group Board
Amendments to the Investment Strategy	Where monitoring, changes in corporate priorities or changes in the operating environment require changes to the strategy, EMT is responsible for developing any changes and reporting on these to SDAC, following as necessary, consultation with FC and CSC. Group Board is accountable for approving any changes to the Strategy.	EMT SDAC	Group Board	CSC FC	
Asset Investment Programmes					

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Development of Asset Investment Programme	<p>EMT is responsible for preparing an Asset Investment Programme based upon stock condition survey information and known requirements for investment. SDAC is responsible for scrutinising the programme prior to recommending approval to the Group Board. CSC and FC are to be consulted prior to SDAC consideration of the programme.</p> <p>Group Board is accountable for approving the Asset Investment Programme.</p>	<p>EMT SDAC</p>	<p>Group Board</p>	<p>CSC FC</p>	
Monitoring of delivery of Asset Investment Programme	<p>EMT is responsible for reporting to SDAC on progress on delivering the aims of the Programme. SDAC will be accountable for scrutinising delivery and reporting to the Board.</p>	<p>EMT</p>	<p>SDAC</p>		<p>Group Board</p>
Amendments to the Asset Investment Programme	<p>Where monitoring, changes in corporate priorities or changes in the operating environment require changes to the Programme, EMT is responsible for developing any changes and reporting on these to SDAC, following as necessary, consultation with FC and CSC.</p> <p>Group Board is accountable for approving any changes to the Programme.</p>	<p>EMT SDAC</p>	<p>Group Board</p>	<p>CSC FC</p>	
Annual Maintenance Plan					
Development of Annual Maintenance Plan	<p>Prior to the submission of budgets for each year, EMT will provide a proposed Annual Maintenance Plan setting out major items of proposed expenditure for the year ahead to SDAC, including appropriate levels of granularity and triggers for amending the programme. The Plan should reflect the requirements of the Asset Investment Programme.</p>	<p>EMT SDAC</p>	<p>Group Board</p>		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	<p>SDAC is responsible for scrutinising the Plan prior to submission to the Group Board for approval.</p> <p>The Group Board is accountable for the approval of the Plan as part of its budget considerations.</p>				
Monitoring of the Annual Maintenance Plan	EMT is responsible for reporting progress on delivery of the Plan to SDAC. SDAC is accountable for scrutinising progress and challenging EMT on its delivery and reporting, as appropriate, to the Group Board	EMT	SDAC		Group Board
Amendments to the Asset Investment Programme	<p>Where monitoring, changes in corporate priorities or changes in the operating environment require changes to the Plan, EMT is responsible for developing any changes and reporting on these to SDAC.</p> <p>SDAC is accountable for approving any changes to the Plan that are within the approved overall budget. Group Board is accountable for approving any changes that require further financial resources. In this case FC should be consulted on the changes, as appropriate, prior to approval.</p>	EMT	SDAC (if within overall budget) Group Board (if more resources required)	FC (if more resources required)	Group Board
Development and Regeneration Schemes (including Joint Ventures)					
Approval of pre-planning site options and associated costs within agreed annual budget and LTFF parameters	<p>EMT is responsible and accountable for approval of these schemes.</p> <p>EMT will inform SDAC of all schemes approved in this way.</p>	EMT	EMT		SDAC

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Approval of pre-planning site options and associated costs outside agreed annual budget or LTFF parameters	<p>EMT is responsible for developing proposals for purchasing options for future schemes and submitting them to SDAC. SDAC is responsible for scrutinising these proposals prior to recommending approval to the Group Board.</p> <p>The Group Board is accountable for approving these schemes.</p> <p>EMT will consult with FC in advance of presenting proposals to SDAC as appropriate.</p>	EMT SDAC	Group Board	FC	
Approval to establish a joint venture	<p>EMT is responsible for developing proposals for the creation of a new joint venture to deliver one or more development schemes.</p> <p>The Group Board is accountable for approving the establishment of any new joint venture entity.</p> <p>Approval for establishing a joint venture must be given prior to Gateway 1 approval.</p>	EMT	Group Board		
Approval of development schemes at Gateway 1 (Land purchase cost less than £7.5M and within agreed hurdle rates and available financial resources for the overall scheme)	<p>EMT is responsible and accountable for approval of schemes with a total land purchase cost of less than £7.5M that are within the agreed hurdle rates and available financial resources for the overall scheme.</p> <p>EMT will inform SDAC of any schemes approved in this way.</p>	EMT	EMT		SDAC

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
<p>Approval of development schemes at Gateway 1 (Land purchase cost less than £20M and within agreed hurdle rates and available financial resources for the overall scheme)</p>	<p>EMT is responsible for developing proposals for these schemes. SDAC is responsible for reviewing these proposals and approving them as necessary SDAC will inform the Group Board of any schemes approved in this way.</p>	EMT	SDAC		Group Board
<p>Approval of development schemes at Gateway 1 (Land purchase cost greater than £20M or any scheme that does not meet agreed hurdles or available financial resources for the overall scheme)</p>	<p>EMT is responsible for developing proposals for these schemes. SDAC is responsible for reviewing and scrutinising these proposals and recommending approval to the Group Board The Group Board is accountable for approving these schemes.</p>	EMT SDAC	Group Board		
<p>Approval of schemes at subsequent Gateways or variations to schemes between Gateways. (Schemes remaining within agreed hurdles)</p>	<p>EMT is responsible and accountable for approving all subsequent gateways or amendments for schemes that remain within the hurdle rates approved at the last Gateway. EMT will inform SDAC of any schemes approved in this way.</p>	EMT	EMT		SDAC
<p>Approval of schemes at subsequent Gateways or variations to</p>	<p>EMT is responsible for preparing proposals for development schemes at each Gateway, after Gateway 1, where the scheme no longer meets the hurdle rates</p>	EMT SDAC	Group Board	FC	Group Board

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
<p>schemes between Gateways.</p> <p>(Schemes outside of hurdles)</p>	<p>agreed at the previous hurdle and submitting these to SDAC.</p> <p>SDAC is responsible for scutinising and making recommendations for schemes of this type and will consult FC as appropriate.</p> <p>The Group Board is accountable for approving schemes of this type.</p>				
<p>Approval of regeneration schemes</p>	<p>EMT is responsible for preparing proposals for regeneration of existing properties and estates, including consulting with CSC on these prior to submission to SDAC.</p> <p>SDAC is responsible for scrutinising and reviewing such proposals prior to submission to the Group Board for approval.</p> <p>Group Board is accountable for approving all regeneration schemes.</p>	<p>EMT SDAC</p>	<p>Group Board</p>	<p>CSC</p>	
<p>Monitoring of development and regeneration schemes</p>	<p>EMT is responsible for reporting progress on delivery of all schemes to SDAC. SDAC is accountable for scrutinising progress and challenging EMT on its delivery and reporting, as appropriate, to the Group Board</p>	<p>EMT</p>	<p>SDAC</p>		<p>Group Board</p>
Property Disposals					
<p>Policy for property disposals</p>	<p>EMT is responsible for preparing a policy setting out the parameters for considering disposals of properties that are no longer economically viable or are outside of the aims of the Investment Strategy.</p> <p>SDAC is responsible for reviewing and scrutinising this policy, after consultation with CSC and FC, and</p>	<p>EMT SDAC</p>	<p>Group Board</p>	<p>CSC FC</p>	

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
	<p>recommending approval to the Group Board.</p> <p>The Group Board is accountable for approving the Policy.</p>				
<p>Disposal of properties that meet the requirements of the Policy with a transaction disposal value of less than £1.5M or any property built specifically for disposal or any property for which the occupant has a statutory right of purchase</p>	<p>EMT is accountable and responsible for agreeing these disposals and, for properties for which there is no statutory right of purchase or properties built specifically for sale, ensuring that SDAC is informed.</p>	<p>EMT</p>	<p>EMT</p>		<p>SDAC</p>
<p>Disposal of properties that meet the requirements of the Policy with a transaction disposal value of greater than £1.5M and less than £10M</p>	<p>EMT is responsible for preparing for approval y SDAC proposals for disposal.</p> <p>SDAC is accountable for decisions in relation to disposal of these schemes.</p> <p>SDAC will notify the Group Board of these disposals</p>	<p>EMT</p>	<p>SDAC</p>		<p>Group Board</p>
<p>Disposal of properties that meet the requirements of the Policy with a transaction disposal value of greater than £10M or do not meet the requirements of the</p>	<p>EMT is responsible for preparing for proposals for disposal.</p> <p>SDAC is responsible for monitoring and scrutinising these proposals prior to submission to the Group Board.</p> <p>The Group Board is accountable for approval of these</p>	<p>EMT SDAC</p>	<p>Group Board</p>		

Issue	Comments	R Responsible	A Accountable	C Consulted	I Informed
Policy.	disposals.				

Other delegations will either be matters reserved to the Board, established in Terms of Reference or matters delegated to the Chief Executive by means of Group Standing Orders.

In the event of conflict, Standing Orders will take precedence over this RACI Matrix.